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ABSTRACT

This strategic plan postulates the goals and directions that the Millersville University Library (Pennsylvania) will strive to achieve during the next 5 years and beyond; defines the central place in the campus community that the library maintains; outlines how change will affect its services, collections, staff, facilities and users; provides an understanding of how future changes in information technology and scholarly communication will affect the library; and plans ways to foster collaborative relationships that must exist among the library, other university units, and various user groups. The narrative report includes a copy of the mission statement; a brief introduction; and discussions of critical success factors (i.e., establishing collaborative relationships, staffing resources, collection development resources, physical environment resources, automation resources, and operating resources); environmental influences; and evaluation and assessment. A brief concluding statement precedes summaries of the strategic plan goals for 1991-1995 (services, collection development, staff organization and development, and physical environment) and annual goals and plans for 1991-92. Details of the strategic goals, objectives, and strategies for each of the areas are appended and a glossary of terms is provided. (ALF)

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Millersville University Library

Strategic Plan 1991-1995

Written by:

Strategic Plan Steering Committee

Irene Risser, Chair
Carlene Eckroade
Catherine Glass
Sarojini Lotlikar
Evelyn Lyons

Edited by the Ganser Library Staff

Dr. David S. Zubatsky, Director of Library Services

April, 1991

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University Library Mission Statement

Included in the mission statement of Millersville University is

> Through all of its programs, Millersville University will provide students with opportunities for academic, personal, social, and cultural growth essential to the development of an educated and productive person.... The University also accepts its responsibility to provide opportunities for research, artistic and scholarly effort, and other creative endeavors in a manner consistent with its primary mission as a teaching institution.

The Millersville University Library is committed to providing resources and services that implement, support, and enrich the educational program of the University and foster academic excellence and freedom of inquiry. The Library's resources are vital to the mission of the University, to the continued excellence of the academic programs, and to the University's ability to attract and retain the quality of faculty and students it desires. Additionally, the Library serves as an information center to the geographical community of which it is a part so long as such service does not conflict with the needs of the University.

In pursuing this mission, it is the responsibility of the Library as an information center to:

1. acquire, organize, and preserve intellectually balanced collections in various formats necessary for curriculum support, personal enrichment, citizen education, and scholarly research needs. Policies of selection, retention, and de-selection should reflect the current state of knowledge in relevant disciplines and should reflect all points of view.

2. organize, house, circulate, and publicize library materials effectively and efficiently in order to provide maximum accessibility to the collection.

3. collect, organize, and preserve the historical records of the University and materials reflecting the historical, cultural, and geographic characteristics of this region.

4. provide expert formalized instruction, consultation, and assistance to library users in locating information and materials, in planning search strategies, and in initiating research projects.

5. cooperate with other libraries in resource sharing through interlibrary loan and active participation in regional, national, and international networks and consortia.

6. provide a physical environment which is conducive to learning and stimulates intellectual curiosity.

7. seek culturally-diverse personnel of the finest quality in the necessary numbers to ensure excellence in library services and facilitate the library staff's participation in continuing education and professional opportunities.

Approved May 5, 1987
Amended April 22, 1991

Introduction

Technological changes have affected the contemporary academic library as much as any other campus institution. The Millersville University Library as the information center must provide access to electronic as well as traditional resources and services that implement, support, and enrich the educational programs of the University. The Library must also promote academic excellence, freedom of inquiry and preservation of our intellectual heritage. The services and resources of the University Library are vital to the mission of the University, to the continued excellence of academic programs, and to the attraction and retention of high quality faculty and students. Additionally, the Library serves as a resource center for the geographical community of which it is a part.

The University Library Strategic Plan will become one of the major components of the enhancement of support services for academic programs at Millersville University. The Library holds a leadership role on campus in the integration of information technology and access. The Library's interrelationship with other campus units is of utmost importance to the promotion of timely and equitable access to information. The University has become more and more an integral part of our information-based service society. Integrating electronic with traditional access to information is a basic planning component and is delineated throughout the strategic plan by two fundamental concepts:

integrating traditional library functions with outreach programs

identifying primary and secondary responsibilities for each library staff member in order to achieve this integration

The traditional library functions include acquisitions, archives, bibliographic instruction, cataloging, circulation/reserve, curriculum center, government documents, interlibrary loan, periodicals/microforms, photocopy center, reference, and special collections. The outreach programs include information access and delivery, bibliographic instruction, liaison activities with academic departments, and collection development. Both function and program levels must integrate with and among each other to provide a successful library program. The primary and secondary responsibilities of staff members will be drawn from both program levels. At the center of the program is the user. The user is a generic term that may represent a student, faculty member, library staff member, administrator, or the general public. The successful implementation of the Library's strategic plan will depend on how well the integration of programs and evolving staff responsibilities respond to the needs of the user.

To fulfill the various components of its mission, the University Library has the responsibility to achieve stated goals in four major strategic directions:

services
collection development
staff organization and development
physical environment

Each of these strategic directions is directly related to university goals listed in the 1990 Goals and Plans Addendum published by the President's Advisory Council. Each strategic direction correlates with goals described in recent library annual reports and each responds to documentation drawn from the completed program review, which included user needs survey information. Finally, these directions actively respond to recommendations made during recent evaluations by Middle States, NCATE, and PDE. A summary of 1991-1995 goals related to each strategic direction is found on pages 11-13. Working guidelines for each direction are found in the appendix.

By 1995, the University Library will be the primary information center on campus. Information access and delivery will be a highly visible component of the library program. The implementation of all modules of the library automation system will be completed. The system will be an essential part of the campus computer network, which in turn will be part of regional, state, national, and international networks. Most indexes and abstracts will be electronically accessed either in the library or from remote sites. Library faculty will be teaching users to identify, locate, use, and evaluate the abundance of information retrieved. A course-integrated bibliographic instruction program will have been established as part of a successful working partnership between library and classroom faculty. The liaison program will have expanded beyond basic collection development activities to having librarians serve as subject specialists for departments and having classroom faculty serve as curriculum specialists for the library program. The complement of qualified library staff will have increased to meet library program and user needs. University budget allocations to the Library will be more than sufficient to meet all program facets. The Library will have information rich collections and will have fully taken advantage of developing technologies to provide scholarly information to the Millersville University community.

This strategic planning document postulates the goals and directions that the Library will strive to achieve during the next five years and beyond. The document defines the central place in the campus community that the Library maintains and outlines how change will affect its services, its collections, its staff, its facilities, and most important of all, its users. The primary focus of the plan is to provide an understanding of

how future changes in information technology and scholarly communication will affect the Library and to foster collaborative relationships that must exist among the Library, other university units and various user groups. These strategic directions outline concepts that are incorporated into a plan that will make the University Library an information center that reflects contemporary changes while providing continuing support for the academic programs of Millersville University.

Critical Success Factors

Factors most critical to the achievement of the goals in this strategic plan are:

- -- maintaining clearly defined program objectives
- -- establishing and extending collaborative relationships among the Library, the administration, campus units, and user groups
- -- having an adequate number of qualified staff
- -- having sufficient university funding for collection development, staffing, facilities, automation, and basic operations

Program objectives have been defined through the four strategic directions goal summaries, beginning on page 11. An explanation of the meaning of collaborative relationships and the requirements for staff complement and resource requests follows. A strategic plan budget summary is listed on page 14.

Establishing Collaborative Relationships

Outreach programs that require active, university-wide participation are a basic component of the strategic plan. The liaison program involves library and classroom faculty in a recognized partnership to develop library collections and services directly related to academic requirements. An integrated bibliographic instruction program requires structured planning between library and classroom faculty to meet curriculum and research needs. Information access and delivery, especially through new technologies, requires a working relationship with many campus units, especially Computer Services. Library faculty and the University administration share a common goal that library services be continually improved and directed toward fulfilling the missions of the Library and the University. The allocation of sufficient resources by the administration to support the achievement of library goals is a fundamental alliance in support of providing a well-rounded, superior educational experience for Millersville students and faculty. Each student, professor, administrator, staff member, and community user holds some of the responsibility for defining the

role the Library plays in the teaching/learning process at Millersville University. These responsibilities are described in the collaborative, outreach programs included in the strategic plan.

Staffing Resources

The strategic plan was formulated with the intent that the present level of professional staff complement be maintained while the support staff complement is increased. Student staffing is proportional to the other complement levels.

The extensive group of responsibilities related to collection development needs greater coordination and emphasis as it is integrated with other program segments. Therefore, it is recommended that the acquisitions function be consolidated as part of collection development and coordinated by a collection development librarian. This would not be an additional professional complement position but a restructuring of existing responsibilities.

The level of staffing that requires a dramatic increase in complement number is the support staff level. As the strategic plan was formulated, it continued to be strikingly clear that to carry out many of the goals and objectives, additional support staff positions would be needed. The following library function areas require additional support staff positions to successfully enact the strategic plan:

- acquisitions
- bibliographic instruction
- cataloging
- circulation
- curriculum center
- department secretary
- government documents
- periodicals
- photocopy center
- reference

Many of these library functions have been without necessary support staff for years; some have never had permanent support staff complement.

The student employee budget allocation is tied directly to other levels of staffing as well as program goals. At present, the completion of most day-to-day routine library operations relies heavily upon student employees. As the support staff complement increases to support strategic plan goals, the use and number of students may have to be adjusted.

The objective report of an organizational consultant will provide guidance in organizing all levels of library staff to meet the needs of the user and the strategic plan.

Collection Development Resources

A major portion of the library budget each year is allocated to the development of collections. The traditional book and periodical collection allocations are now part of an expanded budget including allocations for optical technology, nonprint materials, and special and/or new programs and curricula. The balancing of print, nonprint, and electronic access collections will be a major challenge in the years ahead. The library faculty and Director of Library Services determine materials budget allocations not only for actual materials to collect inhouse but also for information retrieval systems. Working cooperatively with the administration, academic departments, student body, and the Library Advisory Committee to determine needs for information access and materials is a primary objective of the strategic plan. The establishment of the Library Advisory Committee and the liaison program have been first steps in the cooperative process but much more needs to be accomplished. For example, the bibliographic instruction program needs to be tied in directly with collection development and then related to the evolving campus curriculum.

Physical Environment Resources

The provision of adequate materials and staffing needs to be supported by sufficient physical space and other facilities. In spite of building limitations, technological workstations and areas have been incorporated as part of information access initiatives. The technical services function has just relocated to a section of the former Computer Services wing. The periodical function will be expanding into urgently needed space on the ground and basement levels. The government documents function needs additional space to provide improved user access to its collections and services. These are but three of the several components of the library space allocation plan that require funding to come to fruition. In addition, remodeling and replacement of carpeting and furnishings will be necessary to provide a physical environment which is conducive to learning and working.

Automation Resources

The recent installation of the first phase of the library automation system will have immediate benefit to library operations and to library users. The status of the Library as an integral part of the coordination of information on campus is enhanced by having electronic access to library holdings at various inhouse locations, having remote searching capabilities from campus offices and departments, and having the ability to share the database with state, national, and international networks. An automated library can provide management with

statistical reports that are meaningful to campus curricular and operational needs in a time of limited resources.

The automation project has been funded by state library enhancement monies and by significant funding from the university budget. The next phase of funding will allow additional system modules and enhancements to be implemented.

Operating Resources

To continue to maintain ongoing library operational requirements such as postage and telephone fees, binding costs, international bibliographic database and other membership fees, and professional travel obligations, an annual budgetary increase of 10% is projected, based on the 1990-91 allocation of $99,730.00.

A balanced combination of library resource request funding by the University will contribute to the step-by-step implementation of the strategic plan. Resources are vital to the areas of staffing, collection development, automation, and facilities, all of which combine to provide a coordinated information access process for library users.

Environmental Influences

Political, economic, and demographic factors will all have impact on the Library Strategic Plan. Political and budgetary decisions made by legislative leaders on the federal, state, and local levels eventually filter down through the bureaucracy to become meaningful on the institutional level. Government on all levels is in financial difficulty; the state of Pennsylvania is no exception. A current recession and the public's rejection of higher taxes do not offer much optimism for more state funding for higher education. In addition, SSHE administrative and faculty leaders have not made effective use of lobbying and other political efforts to influence the legislature and the governor. Given all of this, the only recourse for units like the university library at the institutional level is to make best use of available resources by carefully planning and implementing a program that directs these resources to meet the measured needs of the university at the present time.

Reasonable and assured economic support is of great importance to the success of any strategic plan. All predictions of resources necessary to enact goals within the library plan must account for inflation. Costs of library materials, especially serial publications, have consistently risen faster than the overall inflation rate. The Bowker Annual: Library and Book Trade Almanac, 1990-91, includes the following information:

U.S. periodicals average price rose 265% from 1977-1986. By 1989, the average price had risen another 20% over 1986.

U.S. hardcover books average price rose 169% from 1977-1986. By 1989, the average price has risen another 25%.

Annual increases of 8% for books and 12% for periodical publications are reasonable predictions upon which to base library materials resource requests. The recent 22.6% postage increase will cause periodical subscription costs to rise even further. The costs for technological hardware and software are so volatile that predictions are almost impossible to make. The certainty is that resource requests for technologically-related products and equipment will become competitive within materials allocations that formerly covered books and periodicals alone. Resource requests for the myriad number of collections in an academic library has become a constant balancing act weighed against program goals.

The demographic and multi-cultural composition of university campuses is surely changing. The impact of this change on library resources must be considered in the planning process. In general, the effect on university enrollment of smaller cohorts of 18-year-olds in recent years has been offset by an increasing number of non-traditional students. At Millersville, enrollment is at an all-time high. Millersville's broad spectrum of programs, low tuition rate, desirable geographic location, and its position in a prosperous and rapidly-growing county contribute to its recognition by prospective students. An automated contemporary University Library can give Millersville a competitive edge in the admissions and recruitment areas.

Intra-university competition for resources is one environmental factor that is not totally beyond the Library's control. Through the strategic plan, the Library will develop further alliances with other units which offer related services (such as the Computer Center) and with departments within Academic Affairs as integrated programs such as bibliographic instruction, the liaison system, and information access initiatives are expanded and partnerships with classroom faculty are formed. By presenting a viable, forward-looking, integrated program, the Library strengthens its position among campus units.

Evaluation and Assessment

The progress of the strategic plan will be measured in several ways on an annual basis; this process will be coordinated by the Strategic Plan Steering Committee. The plan itself is flexible enough to evolve with changing University goals. Progress made

toward each goal will be assessed by achievement reports related to annual planning statements. The planning statements will be structured to include assessment and evaluation data such as user surveys, performance measures, and statistical reports. Yearly planning statements and resource requests will be monitored closely to ensure that they support the strategic directions in a consistent manner. In addition, the Library annual report will describe progress made toward the achievement of program goals.

Other evaluation methods will include the use of national library standards, accreditation and evaluation team reports, successful grant proposal funding, and recognition of research through professional publication.

Conclusion

Many diverse individuals and groups have direct and indirect influence on both the philosophical and practical nature of the University Library as it enacts its strategic program directed toward being the primary information center for Millersville University by 1995. From the individual library user to the federal legislature and all levels in between, each entity has an impact in some way on the library mission and goals. These influences are reflected in strategic direction goals in the interrelated areas of services, collection development, staff organization and development, and physical environment. The goals in turn relate to the plan's two fundamental concepts to integrate traditional library functions with outreach programs and to define primary and secondary staff responsibilities to support the integration. To complete the circle, goals and concepts must be supported by collaborative university relationships, an adequate complement of qualified staff, and sufficient university funding for all library program segments. The strategic directions in this document will be implemented to the fullest extent when external and internal influences are in harmony with each other.

Strategic Direction Goal Summaries: 1991-1995

Strategic Direction: Services

I. To organize information access services to meet user needs by ...

A. Making more effective use of librarian expertise [ongoing]

* 1. Provide improved access to the significant collection of federal, state, and international official publications in the Government Documents department through the cost-effective Federal and State Depository Program [ongoing]

* 2. Provide significantly improved curriculum-driven user access to services, collections, and facilities in Periodicals in an online environment [ongoing]

* B. Provide improved access for materials in the Archives/Special Collections function [1991-92]

* C. Providing information access through new technologies [ongoing]

* D. Continuing the implementation of the library online system and integrating it with University-wide, SSHE-wide, and national and international networks [ongoing]

* 1. Continue the refinement of the database [ongoing]

2. Formulate an online system training program for users [1991-92]

* 3. Install and implement the acquisitions module [1991-93]

* 4. Install and implement the serials module [1992-1995]

* 5. Extend online service to remote sites through campus networks [1993-95]

E. Developing an integrated bibliographic instruction program for the University [ongoing]

F. Organizing library technical functions to support user access to information [ongoing]

* 1. Improve production and efficiency in cataloging to meet user needs [1991-92]

Strategic Direction: Collection Development

II. To provide strong, well-diversified collections that maintain the appropriate balance of primary and secondary resource materials in varied formats - print, microform, nonprint, and electronic - by ...

A. Evaluating the library materials collection development budget allocation formula [1991-92]

* B. Formulating collection development resource requests based on stated library program goals [ongoing]

C. Enhancing the library liaison program to extend the established partnership of classroom and library faculty in the areas of bibliographic instruction, access to information, and collection development [second phase 1991-92]

D. Being actively involved in library consortia and cooperative planning for services and collection development on the local, regional, state, and national levels [ongoing]

* E. Adhering to materials preservation guidelines [ongoing]

F. Weeding collections regularly as library and user needs change [ongoing]

Strategic Direction: Staff Organization and Development

III. Implement a plan for the organization of library staff to provide a structure based upon primary and secondary responsibilities for each position that balances user needs with library program requirements by ...

* A. Analyzing how responsibilities in established library functions are identified as a result of function integration with outreach and delivery programs such as the liaison program, bibliographic instruction, information access and delivery, and collection development using the expertise of an organizational consultant [1991-92]

B. Developing a comprehensive program for staff development, training, and orientation at all levels of staffing [ongoing]

C. Improving communication among library functions by restructuring committees and streamlining methods of carrying out department business [1991-92]

1. Establish an Information Access Committee to coordinate information access goals

2. Establish a Library Operations Committee to coordinate technical functions

3. Establish a Bibliographic Instruction Committee to coordinate the program

D. Improving communication between the library and the campus and beyond [ongoing]

Strategic Direction: Physical Environment

IV. Being a state-of-the-art library by ...

* A. Continuing the implementation of the formulated five-year library space plan to support strategic plan goals [ongoing]

* 1. Complete the reorganization of the Periodicals area on the ground and basement levels [1991-93]

* 2. Enclose the first floor patio to provide space for the administration and processing in the Government Documents area [1991-92]

* B. Providing adequate technological workspaces for staff and users to allow them to become computer literate [ongoing]

* C. Providing handicapped with access to all services and collections [ongoing]

* D. Providing an aesthetic atmosphere conducive to learning [ongoing]

* E. Providing adequate security for staff, materials, equipment, and the library building [ongoing]

F. Adhering to the Disaster Preparedness Policy [ongoing]

Strategic Plan Budget Summary - 1991-95

	Collection Development Budget	Operating Budget	Automation Budget	Student Hours Budget
1991-92	$536,514.*	99,730.*	139,280.*	234,492.*#
1992-93	600,895.	109,703.		
1993-94	673,002.	120,673.		
1994-95	753,762.	132,740.		
1995-96	843,683.	146,014.		

	New Facilities Budget	Renovations Budget	One-time Equipment Budget	Furniture Budget
1991-92	$ 90,000.*	85,000.*	128,448.*	5,250.*
1992-93			195,000.^	
1993-94				
1994-95				
1995-96				

1991-92 Staffing resource requests:

support staff positions:

first priority - 1 full-time government documents technician

other requested positions -
1 full-time cataloging library assistant II
1 full-time acquisitions library assistant I
1 full-time periodicals library assistant II (split-shift)
1 full-time photocopy center machinery equipment operator

* See 1991-92 resource requests for detailed information
^ compact shelving for bound periodicals
# Includes Commonwealth hours, one-time student employment budget requests, and funding for circulation support staff evening position; work study budget is an additional $28,000.

Library Department

1991-1992 Goals and Plans

I. To organize information access services to meet user needs by ...

* A. Providing improved access to the significant collection of federal, state and international official publications through the cost-effective Federal and State Depository Library Programs (Government Documents) [Relevant Academic Affairs Goal XV.d]

This plan, which includes requests for permanent support staff and additional space, has been submitted each year since 1986 and was part of the Library Department Program Review. Funding for temporary support staff began in the 1989-1990 FY and continues to the present.

* B. Providing improved user access to services, collections, and facilities in Periodicals in an online environment (Periodicals) [relevant Academic Affairs Goal XV.d]

* C. Continuing the implementation of the Library Automation System and planning for its integration into University-wide, SSHE-wide, and other national and international networks. (Automation Committee) [relevant Academic Affairs Goal XV.a]

* 1. Continue the refinement of the database

2. Formulate a system training program for users

* 3. Begin the implementation of the acquisitions module

D. Continuing the development of a bibliographic instruction program that reaches students at several points in his/her educational career (Bibliographic Instruction Coordinator) [relevant Academic Affairs Goal XV.d]

* E. Providing improved access for materials in Archives/Special Collections (Archives/Special Collections) [relevant Academic Affairs Goal XV.d]

* F. Improve production and efficiency in cataloging to meet user needs (Cataloging) [relevant Academic Affairs Goal XV.b and XV.d]

II. To develop materials collections that support the intellectual mission of the University and Library, the General Education Curriculum and research activities of the academic faculty by ...

* A. Formulating collection development funding based upon library program goals (Budget Justification Committee) [relevant Academic Affairs Goal V.f and XV.d]

B. Coordinating the acquisition and development of collections by integrating the collection development function within the library program (Collection Development and Budget Committee) [relevant Academic Affairs Goal XV.b and XV.d]

C. Evaluating the allocation formula of the library materials budget (Collection Development and Budget Committee) [relevant Academic Affairs Goal V.f amd XV.d]

D. Unifying and enhancing the liaison program to extend the established partnership of classroom and library faculty in the areas of bibliographic instruction, access to information, and collection development (Liaison Committee) [relevant Academic Affairs goal XV.c]

III. To plan for library staff organization and complement to support the strategic plan goals by ...

* A. Analyzing how responsibilities in established library functions are identified on various staffing levels as a result of function integration with outreach programs such as the liaison program, bibliographic instruction, and information access using the expertise of an organizational consultant (Strategic Plan Steering Committee) [relevant Academic Affairs goal XV.b]

B. Developing a plan for improved inhouse communication including a reorganized committee structure and streamlined methods for carrying out department business (General Policies Committee) [relevant Academic Affairs goal XV.b]

1. Establish an Information Access Committee to coordinate information access goals

2. Establish a Library Operations Committee to coordinate technical functions

3. Establish a Bibliographic Instruction Committee to coordinate the program

IV. To address the space needs identified in the Library strategic plan, in the Program Review, and by the Middle States accreditation process by ...

* A. Completing the reorganization of Periodicals on the ground floor level and preparing for the renovation of the basement level (Periodicals) [relevant Academic Affairs goal XV.d]

* B. Enclosing the first floor patio and partitioning off a work area on first floor south to provide space for the administration and processing of the growing Government Documents area (Government Documents) [relevant Academic Affairs goal XV.d]

C. Providing an aesthetic atmosphere conducive to learning by upgrading furnishings and equipment (various library functions) [relevant Academic Affairs Goal XV.d]

Appendix:

Library Strategic Plan Detail

Strategic Direction: Services

The first strategic direction, services, is an all-encompassing goal category that describes how services provided by the University Library will change in the future. These changes will be precipitated by the use of advanced technology, systematic measurement of user needs, performance measurements, outcome assessments, and evolving university curriculum. The fulfillment of library service goals is directed toward one end: the continuation of outstanding informational support for all programs and curricula of the University. The library's responsibilities to students, to faculty needs in instruction and research, and to campus needs for information retrieval all must be defined by service goals, as was pointed out in the recent Middle States team evaluation. Service goals relate directly to the support of university programs such as the General Education Curriculum and the Writing-Across-the-Curriculum initiative. The specific service goal concerning bibliographic instruction describes the fundamental importance of integrating library skills competencies with other curriculum initiatives at the University. It places library faculty in a visible role in the classroom by the provision of course-integrated bibliographic instruction as part of an instructional team and then extending the learning process through individualized instruction in the library. Service goals clarify the responsibilities of the library to all user groups and to campus needs for information retrieval and document delivery. The Middle States evaluation on page 14 says that "serious study should be given to reviewing the overall data communication network issues, particularly with regard to the library automation initiative." Being an active participant in campus electronic networking is a basic service goal. In summary, the strategic direction of services broadly defines the primary purpose for the existence of a library on a university campus - to support, complement, and perpetuate the teaching/learning process.

Strategic Direction: Services

Goal #1: Organize information access to meet user needs

Objectives:

1. Make more effective use of professional librarian expertise
    a. Establish an information desk area, staffed by a para-professional or graduate assistant who will answer directional and ready reference questions, take incoming phone calls, and give out holdings information
    b. Questions that require instruction in the use of resources or help in developing search strategies will be referred to a librarian.

2. Empower users to become self-learners by developing clear instructional guide
    a. Describe strategies for searching the online catalog and CD-ROM databases
    b. Teach how to use complex printed reference tools
    c. Teach how to find information about particular subjects
    d. Investigate the use of self-instruction using computer-assisted teaching methods or hypercard

3. Provide a more holistic reference service by incorporating all collections as an integral part of both the librarians' and the users' approach to research

4. Provide expanded document delivery to faculty and administrators
    a. Offer online or telephone ordering service for interlibrary loans and book or periodical requests
    b. Provide on-campus document delivery

Strategies:

1. Elect an Information Access Committee to administer information access functions described throughout the strategic plan.
2. The Information Access Committee will study how an information desk will complement service to the user that is given through the liaison program, the bibliographic instruction program, collection development activities, and access to information. Committee recommendations should include a description of how having an information desk will affect primary and secondary responsibilities of staff members.

3. All librarians should be able to offer their expertise to users in their assigned areas as well as at the main service desk. The Information Access Committee will make a recommendation about how subject specialist librarians can be integrated at the main service desk.
4. The Information Access Committee and Bibliographic Instruction function will coordinate the writing of instructional guides for users.

Resources required:

Staff: Paraprofessional or graduate assistant staff to cover an information desk area
Photocopy support staff to supervise photocopy functions
Student staff for CD ROM workstation maintenance
Equipment: Display stand for informational guides
Facilities: An information desk arrangement of furniture

Timeline:

The Information Access Committee will be elected during the fall of 1991. It and the Strategic Plan Steering Committee will delineate responsibilities and priorities. Recommendations about how information access services are organized and extended will be the highest priority.

Responsible Individual/Committee/Function:

Information Access Committee
Liaison Program
Strategic Plan Steering Committee

Strategic Direction: Services

Goal #2: Provide Information Access Through New Technologies

Objectives:

1. Continue the implementation of the integrated online system including the online catalog, circulation, acquisitions, and serials modules

2. Use the newest technology to provide users with faster and easier access to information

    a. Work closely with the campus networking taskforce so that the database of library holdings will become one of the key elements on the university network
    b. Formulate a plan to network CD-ROM databases
    c. Extend all forms of online service to remote sites through networks
    d. Use the Dynix Community Resources Module to facilitate information access
    e. Have all library resources accessible through a university-wide network which will be a node on state, national and international online gateways, linking MU with world-wide scholarship

3. Construct in-house electronic databases to make materials more accessible

4. Evaluate new products that provide users with expanded avenues to accessing information

Strategies:

1. The Cataloging area will continue to perfect the online database to support library and user needs for access to information.
2. The Automation Committee and Acquisitions area wil implement the acquisitions module.
3. The Automation Committee and Periodicals area will implement the serials modules.
4. The Automation Committee will project the continuing responsibilities of the Automation Coordinator after the system is fully implemented.
5. The Automation Coordinator and/or other library faculty must be members of campus computer networking committees.
6. Each liaison librarian may initiate projects concerning the construction of databases to allow users better access to materials in various subject areas, formats, or collections.
7. The Information Access Committee and the Automation Committee will hold ongoing evaluations of new products that access

information electronically. All library staff should take part in these evaluations.

8. Technical support must be provided for day-to-day maintenance of the CD-ROM workstation area.

Resources required:

Staff: Automation Coordinator - 1991-92 half-time
1992-93
1993-
Temporary cataloger - 1991-93
Database clean-up librarian - 1991-92
Temporary support staff - 1991-
Temporary support staff to implement serials module - 1992-
Student assistant staff

Equipment:		
	acquisitions module - 1991-92	- $15,000.00
	Baker & Taylor interface - 1991-92	- 4,000.00
	serials module - 1992-93	- 20,000.00
	3 workstations for serials module @$1,000.00	- 3,000.00
	CD Rom Network	- 35,000.00

Timeline:

Initial database clean-up	1991-93
Acquisitions module	1991-93
Serials module	1992-
Networking	depends on campus program

Responsible Individual/Committee/Function:

Automation Committee
Automation Coordinator
Information Access Committee

Strategic Direction: Services

Goal #3: Organize Technical Functions of the Library to Meet User Needs

Objectives:

1. Have the building open sufficient hours
2. Acquire materials in a timely manner
3. Catalog and/or process new materials in a timely manner
4. Ensure that materials are available and circulated to users efficiently
5. Ensure that materials returned to circulation areas are efficiently discharged and arranged for quick return to stack areas
6. Maintain stack areas in a well-organized manner

Strategies:

1. Create a Library Operations Committee to organize technical functions. How technical functions are organized and integrated will be the highest priorities of the committee.
2. The committee will work together with the director and the chairperson using the liaison program, the bibliographic instruction program, the collection development activities, and user needs as measurements to determine reasonable library schedules.
3. The acquisitions area will evaluate procedures and have sufficient staff to carry them out to ensure that materials are available to users.
4. The cataloging area will evaluate procedures and have sufficient staff to carry them out to ensure that materials are available to users.
5. The circulation/reserve area wil evaluate procedures and have sufficient staff to carry them out to ensure that materials are available to users.

Resources required:

Staff: No reduction in present staff complement
Additional circulation support staff for stack maintenance
Additional cataloging support staff for copy cataloging
Additional cataloging support staff for processing/bindery
Student assistant staff

Facilities: Sufficient stack and service areas

Equipment: Compact and regular shelving

Timeline:

The Library Operations Committee will be elected during the fall, 1991, semester, and its priorities established.

Responsible individual/committee/function:

Library Operations Committee
various library function areas

Strategic Direction: Services

Goal #4: Formulate an Integrated Bibliographic Instruction Program for Millersville University

Objectives:

1. Propose a comprehensive bibliographic instruction program which reaches students at several points in her/his educational career.

2. Form a partnership between classroom and library faculty to devise the best strategies for guiding students through increasingly sophisticated use of library and information resources to help them become independent learners

    a. All entering undergraduates will receive instruction in basic library skills
    b. All students will receive instruction in connection with required courses in the major
    c. Graduate students will receive instruction in the use of appropriate library resources
    d. Work with classroom faculty to integrate meaningful library assignments with course goals and objectives on all course levels

3. Explore ways of promoting campus-wide recognition for the bibliographic instruction program by working with academic deans and the Provost

    a. Establish "Library Instruction Across the Curriculum" workshops for classroom and library faculty
    b. Present as a speaker a nationally-recognized authority in the field of curriculum writing and bibliographic instruction

4. Explore ways that library faculty can become more involved with bibliographic instruction. Describe the skills/training needed to support the program.

5. Interrelate the bibliographic instruction program with the liaison program, collection development, the need for information literacy, access to information via traditional and electronic means, and measured user needs

6. Study the value of using computer-assisted instruction and hypercard as facets of the program.

7. Determine the facilities required to offer a bibliographic instruction program. Include classroom space, furniture, equipment.

. Strategies:

1. Establish a Bibliographic Instruction Committee to work with the Bibliographic Instruction Coordinator. The committee should be composed of library and classroom faculty.
2. The charge to the committee will be to develop the appropriate bibliographic instruction program for all MU students at various stages in their academic careers. The program should meet the unique needs of each school plus the basic need of all students to be successful at the transferable skill of doing research.
3. The committee should consider the creation of a grant proposal for a cross-disciplinary model program for bibliographic instruction.
4. Give library faculty responsibilities for the bibliographic instruction program a high priority.
5. The Bibliographic Instruction Committee will work with the Space Allocation Committee to recommend a step-by-step plan for allocating space in the library building for a state-of-the-art classroom with computer laboratory.

Resources required:

staff - Library faculty members for bibliographic instruction
Support staff to have assigned responsibilities within the bibliographic instruction program
Student assistants
facilities - designated classroom
furniture -
equipment - audiovisual equipment, computer workstations

Timeline:

Establish the Bibliographic Instruction Committee during fall, 1991.

Define the program during the fall, 1991, semester.

Implement the various components of the program on an ongoing basis.

By the end of five years, the integrated program should be fully implemented across the campus.

Responsible individual/committee/function:

Bibliographic Instruction Committee and Coordinator
Information Access Committee
Library Operations Committee
Liaison Program

Strategic Direction: Services

Goal #5: Measure Needs and Formulate Policies to Provide Appropriate Levels of Service to Special User Groups

Objectives:

1. Have an awareness of the special needs of community patrons, nontraditional students, foreign students, honors students, and handicapped students when formulating library policies
2. Review and evaluate library services in response to measured needs of each special user group
3. Maintain a working relationship with campus representatives from or advocates for each group.

Strategies:

1. Library policies will be clearly outlined for each special user group by assignment to individual staff members or committees.
2. The information access area will provide organized information for each group.
3. The director, chairperson, and/or appropriate committees or librarians will keep contact with group representatives to determine special user needs.

Resources needed:

Equipment: Special equipment for individual handicaps
Materials: Appropriate quality and quantity of materials
Staff: Designated staff to meet the special needs of each group

Timeline:

Firm up general library policies concerning each special group; refine as needed.

Responsible individual/committee/function:

Director
Chairperson
Liaison Program
Bibliographic Instruction Program

Strategic Direction: Collection Development

The second strategic direction is collection development. The library mission statement states that "it is the responsibility of the library to acquire and maintain intellectually balanced collections in various formats necessary for curriculum support, personal enrichment, citizen education, and scholarly research needs. Policies of selection, retention, and weeding should reflect the current stae of knowledge in relevant disciplines and should reflect all points of view." Stated goals in the area of collection development support university goals to provide outstanding programs in the liberal arts and the professions, to ensure teaching excellence, to create an inclusive curriculum with multicultural and gender-balanced content and to continue the implementation of the general education program. The specific collection development goals concerning the liaison system will provide impetus to having all faculty at MU understand their role in building collections that will enable the students to be successful in doing research and using the library as an information center. Both of these accomplishments are transferable life skills which will continually be used by students thourhgout the lifespan. With the overwhelming volume of information created annually, there will be increased demand for librarians to teach users how to access and how to chose needed information. Librarians are the important link between information and the user. Other goals describe studies to determine what materials are needed by various user groups and to determine in what formats - electronic, print, nonprint - information should be collected; they further define measures necessary to enhance the role of the liaison program in developing collections; they describe how various collections can be better managed to meet user needs.

Strategic Direction: Collection Development

Goal #1: Provide strong collections that maintain the appropriate balance of primary and secondary resource materials in all formats - print, nonprint, and electronic - to support the mission statements of the University and the Library and to serve the measured needs of all students, faculty, and staff

Objectives:

1. Relate collection development to current and new academic programs
2. Build strong liberal arts collections to meet the needs of the General Education Curriculum
3. Promote the philosophy that the library collects information in the most suitable format to meet user needs
4. Develop and initiate a systematic collection analysis plan that incorporates all library collections
5. Ensure that the collections of the library reflect all points-of-view and support and nurture broad concepts such as academic freedom, intellectual curiosity, and diversity of opinion
6. Using the liaison program as a base, continue the development of collections cooperatively between the library and classroom faculty
7. Study collecting levels within subject areas directly related to user needs
8. Propose new subject or format collections based on user needs
9. Weed collections regularly as library and user needs change
10. Study and define the library's reponsibility for the provision of electronic information both in the library and on campus
11. Strive for adherance to stated materials preservation guidelines
    a. Have an evolving Disaster Preparedness Policy
    b. Formulate a plan for preservation of all formats of library materials
12. Continue to be actively involved in library cooperation plans and to continue participation in consortia to augment collection development and services

Strategies:

1. In order to carry out the outlined collection development responsibilities, the establishment of the faculty position of collection development librarian is recommended. This proposal should be considered as part of the comprehensive study of library staff organization as a whole.
2. Identify primary and secondary responsibilities for all staff, giving collection development activities a high priority.

3. Using data gathered from reports of liaison activities, the bibliographic instruction program, evolving university curriculum, user need surveys, input from the Library Advisory Committee, and the library faculty, the quality and collecting levels of all collections will be determined and interrelated. Other measures could include American Library Association and various accrediting agency standards.
4. The Library Department will request materials budget allocations to maintain and expand collections. Annual materials resource requests will include percentage increases to cover increased publishing costs, postage fees, and subscription fees, as well as redefined budget lines relating to the library program, including new technologies.

Resources required:

Staff: position of Collection Development Librarian
support staff complement in all function areas
student staff

Facilities:

Equipment:

Materials budget:			
	91-92	$ 536,514.	
	92-93	600,895.	Based approximately on
	93-94	673,002.	a 12% increase from
	94-95	753,762.	the $471,098. figure
	95-96	843,683.	for 90-91.

Timeline:

Materials budget requests are ongoing on an annual basis.

1991-92 - The Collection Development function and its coordination should be part of the staff organization review.

Responsible individual/committee/function:

Collection Development Function/Librarian
Collection Development and Budget Committee
Liaison Program

Strategic Direction: Collection Development

Goal #2: Enhance the Liaison Program

Objectives:

1. Extend the present partnership in collection building that has become established between library and classroom faculty by having librarians serve as "subject specialists" to classroom faculty
2. Become familiar with the research interests of the faculty in each assigned liaison department
3. Assist in identifying information sources and developing search strategies
4. Specialize in online searching in the discipline of each liaison assignment
5. Offer current awareness services via manuals and newsletters

Strategies:

1. Expand the responsibilities of the Liaison Committee.
2. Identify staff responsibilities to support the liaison program.
3. The Liaison Committee should consider the value of having a campus Liaison Council composed of liaison librarians and department liaisons. The role of the Library Advisory Committee should be considered.
4. Standardize the liaison program so that all academic departments are receiving similar information from liaison librarians.
5. Update the liaison manuals on a regular basis.

Resources needed:

staff: present complement of librarians
support staff positions
student staff
materials: annual resource requests for library materials

Timeline:

Elect a restructured liaison committee in fall, 1991, who will establish the priorities in carrying out the stated program objectives. This committee will work closely with the proposed Collection Development function.

Responsible individual/committee/function:

Liaison Committee
Collection Development function

Strategic Direction: Staff Organization and Development

Goal #1: Plan for the most meaningful organization of the library staff to carry out the stated goals of the library program and to provide a structure that balances user needs with operational requirements

Objectives:

1. Investigate the organization of the library staff into a structure of primary and secondary functions all supporting services to the user. (see diagram on page 35)
2. Determine the influence of library functions as well as integrated programs on staff responsibilities.
3. Use an organizational consultant to link the patterns of staff organization to the achievement of stated program goals.
4. Stress the importance of having all levels of staffing actively participate in program planning.
5. Encourage library faculty to be information specialists, teachers, and liaisons to university units.
6. Employ personnel with the educational background and/or skills that meet the requirements of the established program goals of the library.
7. Strive for a balance in staffing levels based on program needs for library faculty, support staff, and student assistants.

Strategies:

1. Continue the Strategic Plan Steering Committee to coordinate the staff organization process.
2. The committee will study how staff responsibilities may be identified as library functions and outreach programs are integrated.
3. Have an organizational consultant, mutually agreeable to the library faculty and the administration, present an objective view of how staff could be organized to support the strategic plan.
4. The committee will make a staff organization plan recommendation based upon all of the information gained from carrying out the above strategies.
5. An analysis of the required student assistant staffing levels to support the library program will be done.

Resources required:

consultant fee
staff - position of Collection Development Librarian
new support staff positions for the following functions:
acquisitions
cataloging - copy cataloging
processing/bindery
circulation - stack maintenance
curriculum
government documents - technician
information access - information desk area,
bibliographic instruction,
department secretary
periodicals - split shift to provide user service and
collection maintenance during the
evening
photocopy
student assistant staff to support all functions

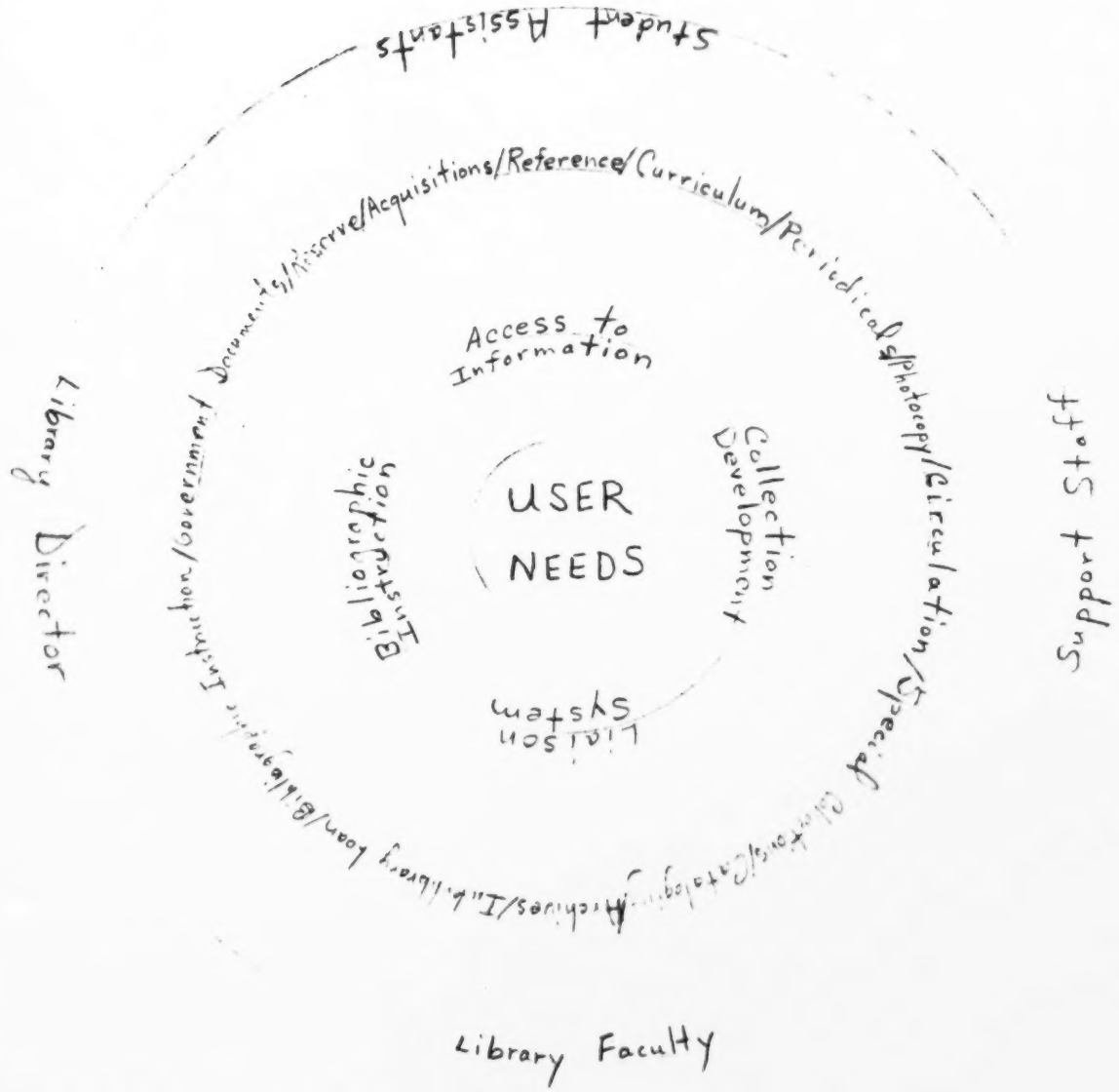
Timeline:

Summer/Fall 1991 - The Steering Committee will collect data to present to consultant.
Fall 1991 - A consultant will be brought to campus to study the library strategic program and to present an objective recommendation for staff organization to support the plan goals.
Ongoing - A year-by-year plan for the development of staff complement and library program will be delineated through annual planning goal statements including, but not limited to, resource requests.

Responsible individual/committee/function:

Strategic Plan Steering Committee
All Library Functions

Staff Organization
Primary/Secondary Functions



Circle 1: Focus on the user
Circle 2: Outreach programs that integrate the user (circle 1) and traditional library functions (circle 3)
Circle 3: Traditional library functions
Circle 4: Library staff components

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Strategic Direction: Staff Organization and Development

Goal #2: Develop a well-defined plan for staff professional development on all levels

Objectives:

1. Plan for staff retraining and advancement.
2. Provide a travel budget to support professional development and to provide opportunities for in-service education.
3. Plan for the achievement of computer literacy by each staff member.
4. Provide inhouse workshops to upgrade skills.
5. Provide human relations training to teach people how to handle interpersonal relations and how to resolve conflict.
6. Plan for recognition of staff achievements.
7. Provide organized orientation to the library for new staff members.
8. Learn and incorporate time management skills.
9. Develop a trusting work atmosphere that emphasizes successes, points out weaknesses in a constructive manner, and has as the ultimate goal, the satisfaction of each staff member that he/she is contributing to the library program.

Strategies:

1. Expand the responsibilities of the Professional Development Committee to include the above objectives.
2. Make recommendations about topics for staff development workshops to the Human Resource Management Office.
3. Encourage all staff to upgrade computer literacy skills by supporting attendance at workshops and training programs.
4. Encourage research and publication by making these activities a priority.
5. Staff achievements should be officially recognized.

Resources required:

Professional development budget including support for attendance at conferences, workshops, and training sessions

Funding will be done for these objectives through annual planning statements.

Timeline:

Ongoing

Responsible individual/committee/function:

Professional Development Committee

Strategic Direction: Staff Organization and Development

Goal #3: Develop a plan for improved inhouse library communication

Objectives:

1. Formulate an improved system to compile and distribute memos
2. Initiate an inhouse electronic mail system via the online system
3. Attempt to reduce the number of meetings and the length of meeting time
4. Formulate an improved plan for the comilation and distribution of meeting agendas and minutes
5. Review the structure of departmental committees
   a. Responsibilities/Authority
   b. Membership

Strategies:

1. Use the expertise/skills/training of support staff to more efficiently accomplish organizational tasks.
2. Give the study of the structure of established and recommended committees a high priority for the General Policies Committee in order to systematically carry out the business of the library program
3. The Automation Committee will introduce and train staff in the use of an inhouse electronic mail system to promote staff computer literacy and to conserve supplies.

Resources required:

Equipment: Online terminals must be readily available to all staff members to support the E-mail system.

Timeline:

Ongoing

Responsible individual/committee/function:

General Policies Committee
Automation Committee

Strategic Direction: Staff Organization and Development

Goal #4: Develop a plan for improved communication between the library and the campus

Objectives:

1. Study the value of publishing a newsletter.
2. Study the worth of establishing a "Snapper" column with news of library program developments and new acquisitions based on user needs for information
3. Hold campus colloquiums presenting new developments or projects
4. Bring "Scholar-Librarians in Residence" to campus
5. Support the library exhibits program and encourage all library functions to exhibit materials and services

Strategies:

1. Establish a public relations committee or expand the already-existing exhibits committee to foster the above objectives.
2. Relate communication activities to components of the library plan such as the liaison program, bibliographic instruction, collection development, and user needs for access to information.

Resources required:

Timeline:

Ongoing

Responsible individual/committee/function:

Exhibits/Public Relations Committee

Strategic Direction: Physical Environment

Goal #1: Implement the formulated 5-year library space plan

Objectives:

1. Relocate the Technical Service function into the area formerly occupied by university computer staff
2. Expand the Periodicals function into the ground floor space vacated by Technical Services
3. Enclose the first floor patio to provide space for the administration and processing of the government documents collection
4. Establish a permanent bibliographic instruction classroom in the library auditorium with provision for a computer laboratory
5. Use the basement level for storage of bound periodicals on compact shelving, student seating, and a staff meeting room
6. Gain control of the entire library building by 1995
7. Continue to plan for a major addition to the library building by the year 2001

Strategies:

1. The Space Allocation Committee will work with the staff in various function areas that will be affected by the stated objectives to formulate annual recommendations.

Resources required and timetable:

Technical Services function renovation - 1991-92	
Construct doorway in ground level lobby in hall near glass wall for security reasons	no est.
Periodicals function renovation:	
Ground floor renovation - 1991-92	$ 40,000.
Basement renovation - 1991-92 remove dividing wall, alter long room	30,000.
Basement - 1992-93 compact shelving purchase and installation	195,000.
Government Documents function renovation - 1991-92	
Enclose patio	90,000.
Partition area at south end of first floor for future information access office needs	15,000.
Bibliographic instruction function renovation - 92-93	
Renovate auditorium for classroom with computer lab	no est.

Responsible individual/ committee/function:

Space Allocation Committee
Various library function areas
Information Access Committee
Library Operations Committee

Strategic Direction: Physical Environment

Goal #2: Aim toward being a state-of-the-art library in spite of building limitations

Objectives:

1. Incorporate technology and access to information in designated building locations
2. Provide sufficient microcomputer workstations for use by library staff for applications such as word processing, database management, electronic mail
3. Study the space needs of library functions as warranted by the action plan
4. Study the utilization of library areas for functions that are not used to the best advantage of the library program
5. Provide an aesthetic atmosphere conducive to learning
6. Provide adequate space for various user needs including seating at tables, at study carrels, in group study areas, and in quiet study areas
7. Provide handicapped access to all services and collections
8. Project and evaluate possible solutions for remote storage of less-used materials
9. Recarpet all floors of the library on a stated schedule
10. Upgrade library furnishings as necessary
11. Connect the established Disaster Preparedness Plan to changing physical facilities and environmental program
12. Provide adequate security for staff, materials, equipment, and the library building
    a. Upgrade the library security system as necessary
    b. Investigate having a security guard

Strategies:

The director and appropriate departmental committees will work together to achieve the above objectives.

Resources required:

Will be determined by annual planning statements

Timeline:

Ongoing

Responsible individual/committee/function:

Director
Space Allocation Committee

Glossary

Collection development: A term which encompasses a number of activities related to the development of the library collection, including the determination and coordination of selection policy, assessment of needs of users and potential users, collection use studies, collection evaluation, identification of collection needs, selection of materials, planning for resource sharing, collection maintenance and weeding

Department: A major administrative unit of a library system set up to perform a definite function or a set of related functions and having its own staff and definite responsibilities with an administrative head directly reporting to the head administrative officer or an assistant head administrative officer of the library system

Holistic systems concept: The concept of integrating all major systems of an organization into one comprehensive and coordinated system. Holistic service means an integrated approach from the library as a whole

Information: All ideas, facts and imaginative works of the mind which have been communicated, recorded, published and/or distributed formally or informally

Information access: In libraries the process where information is made available to the user regardless of format

Library Department: A unit that consists of academic faculty as defined in the current APSCUF contract. The department elects its own chairperson.

Library Director: The chief executive officer of the library who supervises the faculty and staff

Library liaison concept: A concept that involves the pairing of one librarian with one member of an academic department to improve channels of communication between the University and the Library and each of the academic programs

Library service: A generic term for all of the activities performed and programs offered by libraries in meeting the informational needs of their users. As such it can encompass a broad range and hierarchy of services (e.g. public services, circulation services) which are determined for a particular library by its goals.

Library staff: A group of employees that hold complement positions in a library. The group can include librarians, support staff, and student employees. The staff is administered by the library director.

Library technician: A class of library personnel with specific technical skills who performs tasks in support of library associates or associate specialists, following established rules and procedures and including, at the top level, the supervision of such tasks

Library user: A person who uses library materials or services. Preferred to the term reader, since library collections include materials that may be read, viewed or listened to, and to the term patron, which denotes a library advocate or supporter

Measurement technique: A method of evaluating services. Evaluation can be used to improve, to justify, to delay action, or to exert control

Operation (Library): A process or procedure where a defined action is executed

Responsibility/Function: In an organization the obligation of an employee to perform a set of assigned tasks and duties

Strategic planning: Deals with the larger issues concentrating on the institution's purpose and mission and its relationship to its environment. Strategic planning begins with an objective analysis of the library's current strengths and weaknesses and how these weaknesses can be corrected. The results of this analysis can then provide a base for pursuing the strategic planning process.

Support staff: A general term frequently used in personnel classifiction to designate all nonprofessional library personnel, including clerks, library technicians, and library associates

Sources for definitions:

ALA Glossary. Chicago, Illinois: 1983.
Library Department By-Laws.
Library Department Liaison Manual